

Human Resource Management - Position Classification and Management

Welcome to the Enterprise Applications Due Diligence Survey! Your thoughtful response to this survey will help the Commonwealth to gather information to evaluate potential opportunities to re-engineer and re-solution common processes in the Commonwealth. Your input and information is vital for this project's success. Your response is due in five business days. To produce the most successful response, please read these instructions thoroughly.

Please answer the survey questions as fully as possible using existing policies, procedures, systems, data and professional experience. If you cannot answer a question using these resources, you are not expected to go to unusual lengths or use untested methods to gather information. Simply indicate, where possible, that the information is not available.

If your response does not fit into the space available or you have other information that you would like to provide, please contact Bob Haugh, Deputy Project Manager, (William.haugh@vita.virginia.gov, 804/344-8790) for assistance.

If you cannot complete the survey in one sitting, you can save the work you have already entered. Pressing the "Next" button at the bottom of each page both moves you to the next page and auto-saves each page as you complete it. Note that the survey page you are working on will not be saved until you click "Next," so you must click "Next" when you have finished the page if you have to stop and return later. When you re-enter the survey through your e-mail link, you will be returned to where you left off.

If data is not readily available or if you have to do some research to fully complete the survey, you can skip questions and come back to them. Please complete the survey to the best of your ability and press the "Submit" button to store your survey in the survey database. You can come back to your survey through your e-mail link and change your answers if the data becomes available. You are free to edit your submitted survey until we close the survey site. Please remember that every time you edit your survey after the first submission, you must press the "Submit" button again to record your changes. (Clicking the "Next" button will not auto-save pages when you are editing a previously submitted survey. Simply press "Submit" again.)

Thank you. We greatly appreciate your participation!

This document contains respondents between 1 and 35 inclusive.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Determine need for position and duties involved; determine available funding and FTE; partner with work area in developing EWP/Work Description; evaluate and assign proper role title, FLSA status, pay band sensitive position, etc.; assign position number and log; complete P5 and key into PMIS; establish position file

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.1
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Decision making process varies; processing - 2 hours

Position Classification**7. Does your Agency have a standard business process to classify positions?**

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review EWP/Work Description; Research other positions within the Agency and within State Government that have similar duties

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

As needed

Classification

As needed

Position Specific

As needed

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

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2.

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3.

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4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
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3.
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4.
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5.
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16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

Managed centrally

2.

Comparison of other state agency positions

3.

Department of Human Resource Management Policies and Guidelines

4.

Knowledge of Agency business practices

5.

Knowledge of Agency diverse functions

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

Access to EWP's for all Executive Branch employees

2.

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3.

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4.

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5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Position history including funding, vacancy rates

2.

Position searches using keywords

3.

Automated vacancy tracking report

4.

Automated salary comparison/tracking by percentile by employee

5.

Automated reminder for periodic reviews of positions

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Agency business need is determined
Need is justified, position is audited for classification using newly established EWP.
Assign position number, determine funding, obtain approvals, enter into PMIS.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.5
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Approximately 7 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Request, Audit, Interview, Write report with recommendation, Approval, Entry in PMIS, Notification

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.5
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

As needed have used consultant from VCU School of Education

2.

.....

3.

.....

4.

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5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
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2.
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3.
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4.
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5.
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16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	ATS	Please see IT Chart		
2.	LETS	Please see IT Chart		
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Process is uniform and well-documented
2.
Consider internal and external alignment in all actions
3.
Always conduct an audit for classification and justification
4.
Good management of MEL/FTEs
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Possibly develop a separate form for classification requests
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Supports the attraction, employee morale and retention of good employees

2.

Fair and equitable

3.

Easy to understand

4.

Well-documented to be able to support challenges

5.

Flexible to be able to respond to changing needs

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

identify need, describe position duties, prepare Employee Work Profile, conduct comparative analysis , determine if funds are available, allocate position to appropriate role/pay band, establish poition record in PMIS and in Time and Labor (PeopleSoft), electronically notify system access security, parking, payroll.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	
Band - 5	2.0
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

<30 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

review employee work profile, organizational charts, supporting documents, compare ewp to other ewps internally if available, externally if necessary. Identify career group, role level, compare to position being classified. Validate decisions if necessary by using external internet based salary data. Determine FLSA status. Prepare written analysis and justification for historical documentation. If change in classification is indicated, electronically notify payroll, manager or supervisor, key change into PMIS.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	
Band - 5	2.0
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

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2.

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3.

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4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.
salary surveys from private industry
2.
view ewp's from other agencies instead of having to rely on agencies to provide
3.
easy electronic transfer of data from agency to agency or joint access to ewps
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	PeopleSoft	Time and Labor		
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

have developed structured procedures with checklists to ensure attention to detail and accuracy

2.

process ensure consistency throughout agency

3.

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4.

.....

5.

.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

an easier way to obtain comparator information from other agencies

2.

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3.

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4.

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5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Easy to administer
2.
defensible
3.
understood by employees (ease in communicating features or characteristics)
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Equal Pay Act
ADA
EEO

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Secure the job description that describes the work to be done.
Review the Career Group descriptions for the correct match.
If unique cricumstance obtain job descriptions from peers at other Facilities.
Audit the proposed position agianst job descriptions and career group descritpion
Allocate in PMIS and our internal system the job to the correct role and band.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.1
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Maybe two hours

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

It is pretty similar to the establishment of a position. However there may or may not be a person in the position. It would be helpful to look at like duties both here and at other Facilities. Review the Career Group Descriptions. Do an audit to lay out the duties and compare and contrast them to the Career and the job descriptions. Allocate to proper class and band.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.4
Band - 5	.1
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Class study before position is posted/or filled

Classification

when it is clear that there have been significant changes across the board or when there is a pay issue

Position Specific

When there are changes in job duties due to numerous factors

Other (Please identify)

When identified from outside of this facility

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

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2.

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3.

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4.

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5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
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16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel			
2.	Acess			
3.	Internal data base			
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Ability to deal with issues in a timely,non bureaucratic manner
2.
Knowledge of the facility operations and needs
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Entire process needs to be de-centralized
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Ability to do what is best for this organization.

2.

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3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Positions are established based on a business need. Position responsibilities are evaluated and a job analysis is performed. There is a comparison of the new position to other positions in the agency of a like level of responsibility.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1 week

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review of business need, job analysis, comparison within agency to like level positions, comparison to other State agencies that may have a comparable position.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

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2.

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3.

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4.

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5.

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14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

State information available for review

2.

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3.

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4.

.....

5.

.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

Better comparison with the private sector

2.

.....

3.

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4.

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5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

More salary data cover a better cross section of state roles and career groups.

2.

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3.

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4.

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5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

1. Unit manager submits a formal request along with other required documents, on standard forms, to establish position.
2. Fiscal department confirms funding for the establishment of the position.
3. Compensation department confirms the classification of the position.
4. HR department will add position to files and personnel data systems.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	1.0
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1 day

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

1. Unit manager submits classification request along with other required documents.
2. Compensation department reviews request and makes classification determination.
3. If there is a classification change, HR will make changes to files and personnel data systems.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	1.0
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

Fast turnaround time

2.

Unemcumbered process

3.

Statewide data readily available

4.

Self contained process

5.

Autonomy

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

More defined broad banded classification system

2.

Use of sub-band operation levels within Roles

3.

Better EWP exchange

4.

Better organizational chart exchange

5.

Better job audit exchange

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Electronic EWPs for all state positions

2.

Electronic organizational charts for all state agencies

3.

Hisorical archives for all job audits

4.

Windows based personnel data system

5.

Statewide classification analyst email/phone network

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Request is made by Hiring Manager to Facility Director, including an EWP. FD notifies HR. HR performs audit to determine appropriate classification, develops a P-5 and inputs info into PMIS

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.4
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Varies significantly depending on whether it needs to go to DMHMRSAS Central Office or is de-centralized. For decentralized approximately 5 days. For positions that are not decentralized time frame can be up to 4 weeks

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

- 1)HR reveiws EWP's
- 2)HR conducts an audit of the position, including comarison of similiar positions within facility, department, and/or commonwealth
- 3)HR makes a recommendation to Facility Director and, when required, Central Office

When final approval recieved HR completes requried transactions in PMIS, employee data base, transaction log

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.4
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

As requested, approximately 10 per year

Position Specific

Review of EWPs

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

Consultation w/DMHMRSAS Classification Specialists as Required

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
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5.
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16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Decentralized authority allows actions to be taken without undue delay
2.
Process of preparing and entering position data into PMIS is quick and simple
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
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2.
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3.
.....
4.
.....
5.
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21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

- *Identification of Need for responsibilities to be performed.
- *Consultation on appropriate role class & compensation
- *Salary set according to role, internal,external alignment, & ability to pay
- *Approval sought for establishment at facility; & Central Office if unique characteristics
 - *Approval obtained or disapproved
 - *Input to automated system

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.0
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	16 facilities (each have separate agency codes)	Consultation, technical asst., monitoring	\$ 0
2.		limited to no input or filing for 16 facilities	
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

minutes to a few hours, depending on availability of data & complexity of position

Position Classification**7. Does your Agency have a standard business process to classify positions?**

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

See number 2. Again, there is very little automated data entry & filing completed in Central Office. That is done at the facility (local level). Central Office is involved in consultation & professional aspects of analysis associated with need, level of position, design of organizational structure, etc.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.0
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Appropriateness of role class & compensation/when established or responsibilities are changed

Classification

Classification studies related to systemic issues agency-wide or among several agencies because of retention & recruitment for 16 agencies & Central Office. Frequency is identified by trend data.

Position Specific

If legal ramifications, e.g. court suit threatened or potential, grievance pending or potential

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.
.....

2.
.....

3.
.....

4.
.....

5.
.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Web/Internet information	other states & localities		\$ 0
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.	\$ 0	\$ 0	\$ 0	No one system is used regularly
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Flexible & Efficient
2.
More data is readily available (web enabled)
3.
Recognizes that one size does not fit all
4.
Enhanced management reporting capabilities
5.
Good mgt. tool for program evaluation & trending

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Additional compensation data for surveying could help in analysis for position establishment & mgt.
2.
A few state-wide class roles are broadly described such that role descriptors are familiar to HR, but some employees have difficulty seeing what they do within them.
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

See # 17

2.

.....

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No known state or federal restrictions. Be aware that the needs of individual agencies vary which makes for a complex system that is intergrated with performance evaluation, recruitment, training, etc

23. If you have any other concerns or comments about this functional area, please include them here.

Numbers 14 & 15 - Central Office HR may consult with DHRM, other states, and localities. These consultations do not involve pay to any consultants. We are seeking information, but analysis is done internally in CO/HR. This is a typical/normal aspect of the class. & comp. process. Aspects that appear to be the focus of this survey like data entry and filing are typically done at the local (agency or facility) level.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Position must be budgeted within MEL.
Key info into PMIS.
Develop Employee Work Profile (EWP).
Establish funding.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	.5
Band - 6	.5
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	Dept. Fire Programs & Compensation Board	Full HR services based on annual fee per agency	\$ 10,000
2.	Dept. Rail & Public Trans. & Dept. of Aviation	Full HR services based on annual fee per agency	\$ 10,000
3.	Charitable Gaming	Full HR services based on annual fee per agency	\$ 10,000
4.	Dept. Minority Business Enterprises	Full HR services based on annual fee per agency	\$ 10,000
5.	Dept. of Aging	Full HR services based on annual fee per agency	\$ 10,000

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

30 days

Position Classification**7. Does your Agency have a standard business process to classify positions?**

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review EWP; compare with other like positions; review organizational structure; follow agency salary administration plan & relevant state policies;

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

Review occurs each time job becomes vacant, at performance evaluation time or as requested by management.

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

DHRM HR/Compensation Consultants

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
relevant, easy accessible information on DHRM web site
2.
structured approach
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
may need more role definition for some jobs
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

23. If you have any other concerns or comments about this functional area, please include them here.

No

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☐ Yes

☒ No

2. If yes, outline the key steps in the position establishment process.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	.0
Band - 2	.2
Band - 3	1.0
Band - 4	.0
Band - 5	.0
Band - 6	.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

2-3 weeks

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Keys factors are determined as to the which knowledge skills and abilities are required to perform the assigned duties and responsibilities. These factors are evaluated in line with generic DHRM position descriptions to determine the best fit.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	.0
Band - 2	1.0
Band - 3	.0
Band - 4	1.0
Band - 5	.0
Band - 6	.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

DHRM

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Compare current salaries of same position
2.
Negotiate w/potential employee
3.
Education background
4.
Personal & Business references comparison
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
More wage comparison for our remote location area
2.
Hire more help for this process
3.
Retention of current employees
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Having specific guidelines for certain positions

2.

Being flexible to set our own goals for advertisement

3.

Retention

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

no

23. If you have any other concerns or comments about this functional area, please include them here.

Generic position classification published by DHRM should better explain that not all positions will fit exactly into a particular pre defined classification.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Requesting manager generates a job description that is reviewed/evaluated and assigned a role title and position number. Manager also generates a hiring request form.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.4
Band - 5	
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

3 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Generally the same steps as position establishment. Evaluation of the job description includes desk or on-site audit.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.6
Band - 5	.9
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.

Automated systems are available to assist with this process.

2.

.....

3.

.....

4.

.....

5.

.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Salary Data	multiple web sites used		
2.	Classification data	multiple web sites used		
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				readily available
2.				readily available
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

Only strength is our knowledgeable staff.

2.

.....

3.

.....

4.

.....

5.

.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

Entire process should be reviewed for replacement or improvement.

2.

.....

3.

.....

4.

.....

5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Easy to use

2.

Incorporate current resource information

3.

System should be easily understood by all employees.

4.

Need a resource available for improvements.

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

- a. Select a position number
- b. Prepare position data draft(handwritten)on P-5 form
- c. Secure approvals
- d. Key information into PMIS

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

15 minutes

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

- a. Review organizational needs to determine most effective ways to support the agency's mission
- b. Establish position type
- c. Develop employee work profile
- d. Complete P-5 with regard to position location and funding
- e. Secure appropriate authorizations

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Access	Job Categories	Access 2000	\$ 0
2.	Access	Position History	Access 2000	\$ 0
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Procedures are easy to follow
2.
Process is streamlined
3.
Information is easily retrievable
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Provide a technical help desk to solve problems related to job categories and position history application systems
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Increase management flexibility for defining job classification duties

2.

Design a position history feature that minimizes duplicative administrative actions

3.

Provide management with an easy access salary tool to assist with salary decisions.

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

This question should be addressed to the Department of Human Resource Management.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Manager requests to fill new position. District or Division Administrator authorizes use of position and budget. Manager creates Employee Work Profile and sends to HR. HR conducts job analysis. HR establishes position in PMIS.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	1.5
Band - 4	2.7
Band - 5	3.2
Band - 6	.3
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

varies by position

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Supervisor drafts Employee Work Profile and submits to HR. HR conducts job analysis. HR determines appropriate job classification and notifies supervisor. HR keys classification into PMIS.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.3
Band - 4	2.0
Band - 5	4.1
Band - 6	2.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

As needed

Classification

As needed

Position Specific

For establishing new positions and prior to each recruitment.

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	EXCEL			
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				To download and sort / analyze information from PMIS.
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Managed by the agency as opposed to DHRM
2.
Decentralization
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
More clearly defined career group descriptions
2.
Less subjectivity
3.
Alignment of career groups and job titles to market jobs
4.
Full automation
5.
Eliminate manual tracking systems

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

One consolidated automated system-for classification and position management

2.

Flexiblity in creating reports

3.

Ability to access across all districts and central office

4.

Centralized data base with access statewide

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Documentation, classification, fiscal and operational review; establishment notification; and position database update

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	1.0
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Three to seven work days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review EWP, CGDs, EWPs of similar positions, and organization charts. Review old EWPs associated with the positions.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	1.0
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	ACCESS	n/a	n/a	
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Change to roles has reduced requests for changes in classification.
.....
2.
.....
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
HRIS
2.
Adequate staff and time resources
3.
Move away from event-driven actions
4.
Reduce paper processing; i.e., many documents, reporting
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Integrated HRIS system
2.
Graphic representation of jobs, positions, employees
3.
Career and succession planning
4.
Generate reports
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No.

23. If you have any other concerns or comments about this functional area, please include them here.

Integrate HRIS system

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☐ Yes

☒ No

2. If yes, outline the key steps in the position establishment process.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

No positions have been established in recent years. All FTE's are already established

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Supv. notifies HR of change in position duties; HR does audit of position and recommends action based on role description, complexity, results and accountability of the change in duties; comparison done with at least one position in another agency using the role title

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

As needed

Classification

Annually for correct classification

Position Specific

When changes are identified

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
HR staff have detailed knowledge of agency business and work to be done by positions
2.
HR staff have thorough knowledge of roles utilized by the agency
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Availability of funds to bring employees to the competitive salaries.

2.

Ability to easily change designation of positions between GF and NGF as funding changes.

3.

Close interaction between agency management and knowledgeable HR staff to facilitate management decision making.

4.

HR staff should have a high level of knowledge of the agency's business.

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

review agency need - determine if funding is available or would need to be requested - compare the needed position with current positions to determine where it fits - establish SOC job title, working job title, and pay band according to state policy and procedures - determine salary level to ensure internal equity and alignment - make request through Secretary's office to fill the position or to establish the position (depending on funding availability) - review

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

30 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

review the position duties and responsibilities - determine if they have changed since the last review - review the position with other positions in the agency - ensure it is properly aligned internally - if a change needs to be made, obtain approval from the agency head

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel spreadsheet			\$ 0
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.	\$ 0	\$ 0	\$ 0	ease of use; ability to find and sort data
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
ensures internal equity and alignment
2.
personalized
3.
ease of use
4.
ensures compliance with state and agency policies and procedures
5.
includes review of position against all positions in the agency

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

needs to be personalized to agency and not generic - some agencies have specialized and/or unique positions

2.

needs to consider each individual positions in relation to all positions in the agency

3.

needs to ensure internal alignment and equity

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

I am not sure I would be comfortable with an automated classification system. There are so many variables in classification and a generic way of classifying positions would not always work. Our agency is small, so it is much simpler for us to individually review positions rather than attempt to automated the process.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Identify business need; propose budgetary change or restructure; obtain necessary approvals.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	.0
Band - 2	.0
Band - 3	.0
Band - 4	.0
Band - 5	.0
Band - 6	.0
Band - 7	.0
Band - 8	.0
Band - 9	.0
Contracted Labor	.0

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Anywhere from 1 - 12 months, depending on funding, nature of the position, etc.

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review duties; consult with DHRM.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	.0
Band - 2	.0
Band - 3	.0
Band - 4	.0
Band - 5	.0
Band - 6	.0
Band - 7	.0
Band - 8	.0
Band - 9	.0
Contracted Labor	.0

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

DHRM

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Efficient
2.
Suited to a small agency
3.
Awareness of the rules and equity considerations
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Not aware of any.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Employee Work Profile (EWP) & Pay Action Worksheet (PAW) is submitted to HR
by supervisor.

HR reviews EWP for proper role assignment.

HR forwards PAW to Budget Office & Agency head for approval.

HR establishes position in PMIS.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	Chippokes Plantation Farm Foundation (319)	All services	\$ 0
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

2 -3 days on average

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Updated Employee Work Profile is submitted to HR.
HR conducts desk audit, if necessary.
HR reviews EWP and compares it to similar positions within state government, positions within the agency, and with the state's role definitions.
HR determines appropriate role.
HR notifies supervisor.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	P-3 Log			\$ 0
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.	\$ 0	\$ 0	\$ 0	Agency had no means to monitor classification actions.
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Automation of approval process
2.
An automated tracking system for wage employees
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

An easier way to identify similar positions within state government

2.

An automated process for conducting class & comp reviews where all job classifications in the state are used for a searchable database for similarities.

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

None

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

- Director approves position need
- Manger prepares EWP
- HR reviews EWP and assigns role title and pay band
- HR keys into PMIS to create position in the system

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.5
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1 week

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

- obtain position information/history/org charts
- review KSA, Accountability, Responsibility and Complexity
- Compare to comparable positions at other state agencies
- Utilize the Career Group Descriptions to determine the appropriate role title and pay band
- recommend the new classification to the Director for approval

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.3
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Internal Alignment at the beginning of each fiscal year

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Utilize a band 5 wage employee to assist in the audit of position reviews
2.
.....
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Time to devote to performing audits more often
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

One of the battles facing HR professionals in the State arena, is that the majority of employees think they should be in a higher position. Even with broad banding, employees still have not grasped the idea that you do not have to move up to be successful. Overcoming some of the predetermined mindsets is the most challenging.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

1. Management completes the classification request form to establish a new position and sends to Human Resources for review.
2. Human Resources conducts the analysis which may include a desk audit.
3. Once classification is determined, the position is established in PMIS.
4. In order to fill the position, the Request to Fill Position forms must be completed and approved through the Director to the Secretary of Health and Human Resources.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.5
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Depending on complexity or uniqueness of the position anywhere from one day to two weeks.

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

1. The completed classification request form is reviewed by the Human Resources and Compensation Manager. A current Employee Work Profile and organization chart must be included.
2. The EWP is reviewed and compared to similar positions. The compensation factors are considered based on DHRM procedures.
3. The Human Resource Director approves or disapproves the analysis.
4. The requesting manager is notified of the outcome.
5. If there is a change in Role title or level, the change is entered into PMIS.
6. If an employee is in the position and will experience a salary change, the employee is notified of the change and it is entered in PMIS.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Whenever a position is filled

Classification

Whenever a position is requested to be filled

Position Specific

When requested

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

Department of Human Resource Management for guidance

2.

Other agencies that may have similar positions for comparisons

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

It is consistent

2.

It is centrally controlled

3.

It is in compliance with DHRM policies and procedures

4.

It is timely

5.

It is shared with management

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

Having an automated reporting system from PMIS for classification actions

2.

Having a automated tracking system for stages of processing for classification actions

3.

Having a position report that would automatically update the organization chart or visa-versa

4.

.....

5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

More descriptive classification titles/Role Titles. The current Role titles are too general and almost meaningless. The former classification titles were more descriptive.

2.

More definition of different pay levels within pay bands statewide

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Not sure

23. If you have any other concerns or comments about this functional area, please include them here.

When entering into PMIS, it would be good if it did not shut down so quickly. The entire screen has to be reentered if it does. While the compensation reform movement has provided good flexibility regarding compensation practices, the classification system is too general. It is difficult to differentiate between levels of responsibility within a pay band; for example: a supervisor may have the same Role title as the subordinate.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Requester sends EWP and memo/e-mail through divisional approval steps. Division sends to HR, where EWP is reviewed and classified. New types of positions require audit. HR establishes in PMIS, then notifies requester.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.3
Band - 4	.2
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

2 days or less

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

For new types of positions, HR conducts audit, which involves interviewing position supervisor and others, conducting comparative analyses, evaluating information, arriving at appropriate classification, and documenting thoroughly in audit report.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Only occasionally

Classification

As requested by agency management

Position Specific

As required by agency needs

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Access			
2.	Mainframe wage database			
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				Easy to use; cost-effective
2.				Not available through PMIS
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Our process is efficient.
2.
Our process is easily understood and user-friendly for agency management
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
It would be great if wage positions were maintained in same database as classified (i.e., PMIS)
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Efficient
2.
Responsive to user needs
3.
Easy to use
4.
Very cost effective
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Receive requisition from Manager. Look for internal comparators, then other state agencies. Analyze EWP (if provided) or perform an audit, interviewing the supervisor and any associated employees to create an EWP. Compare EWP to relevant Career Group Description (CGD) to determine appropriate classification. Assign position number in PMIS after researching available numbers. Key into PMIS using form P-5 or other supporting documentation, ensuring correct budgetary, location and other coding.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	.4
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1 -2 weeks from audit process to establishment in PMIS.

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Similar to establishment, except that if it is for an existing (rather than new) position, internal comparators are used if they exist and, if not, external comparators are used. A standard audit, consisting of a review of these comparators is utilized, weighing complexity, results and accountability of the position, and the position is also compared against various applicable CGDs for best fit. A recommendation is then made by the Analyst, discussed with the requesting manager, and a Pay Action Worksheet (PAW) typically follows with appropriate signatory requirements. The transaction is then keyed into PMIS.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	.4
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.

Central repository of state agency EWPs for comparator purposes

2.

.....

3.

.....

4.

.....

5.

.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	HuRMan			
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Quick turnaround in HR
2.
Decentralized to the point that the Analyst is fairly automonous in terms of classification
3.
Partnership and collaboration with business unit manager exists with respect to classification decision-making process
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Automated position history - to help explain how and when a position came to be a certain level.
2.
Easy access to other agency EWP's in searchable format
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

FLSA exemption test info tied to each position

2.

Standards for all positions that cross agencies to ensure consistency in classification

3.

Guideline position descriptions for use by all agencies for comparator purposes

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

FLSA regulations

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☐ Yes

☒ No

2. If yes, outline the key steps in the position establishment process.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.4
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1 day

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Need updated EWP, interview with the incumbent and supervisor, do comparison with other agencies, review the employees work history and any education and look at internal equity.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.5
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Need more current information in regards to salaries in Emergency Management
2.
DHRM needs to conduct training classes in regards to compensation and classification of positions
3.
Need more support
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

NO

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

A supervisor determines the need for the position and forwards a completed employee work profile to his/her supervisor along with a signed form SP-107 Position Request form. The Division Commander reviews/approves (or denies) the request. If approved, the request is forwarded through the Bureau Director to the Personnel Director. The Personnel Director delivers the request to the Compensation Manager who logs the position request, determines the availability of an FTE, calculates the annual salary and benefits and forwards to the budget section for approval of funding. If funding is available, the SP-107 is noted, and returned to the Classification section of Personnel. The request is assigned to the analyst or the manager for review. If the review finds everything in order for the position, a recommendation is forwarded to the Superintendent who has final approval for the position. A P-5 PMIS entry form is completed and the position is entered into the PMIS system. A memorandum of approval is forwarded to the Division Commander notifying of the establishment. A copy of the P-5 is forwarded to the Sworn programs administrator for entry into MAPPER by the person monitoring FTE. Forms are then filed as appropriate into the position and reports files.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.2
Band - 4	
Band - 5	.2
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Wage-one day. FTE-one day to one week.

Position Classification**7. Does your Agency have a standard business process to classify positions?**

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

A supervisor or manager perceives a need for a position classification study and forwards an EWP, organization chart, and SP-107 along with other supporting documentation through channels to the Personnel Division. The Personnel Director reviews the request and forwards to the Compensation Manager who logs the request, calculates the cost and forwards to the budget analyst for review and approval. If the request is approved, the manager either begins an audit study of the position or assigns the position to the analyst for study. The compensation factors are reviewed and reported in a detailed report that covers an analysis of the Complexity of Work to include difficulty, scope and range of assignments, KSA's, Nature of contacts; Results expected to include the impact of the job, effect of service, and consequence of error; Accountability to include leadership given and received, judgement and decision making and independence of action. The position is also compared internally to similar positions, and externally to positions in other agencies. As information is compiled, it is written in an audit report. The analyst may also conduct an on-site audit complete with review of work processes and products in order to complete the report. When the report is completed, the analyst will also review organizational impact and effect on other positions. A recommendation is then written into the report and it is forwarded to the Personnel Director with a review form through to the Superintendent. If approved by all parties, the change is entered into PMIS via a P-5 form, and into MAPPER by the Sworn Programs personnel assistant. The Division Commander is then notified of the results by memorandum. The documentation is filed in the reports and position files.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	.8
Band - 6	.3
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

Salary Survey - when indicated by turnover, etc.

Classification

When problems are apparent.

Position Specific

EWP changes are continuously reviewed.

Other (Please identify)

Biennial Inspections include audit reviews of actions.

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

Similar classes are reviewed in Public Safety agencies.

2.

The DHRM Hurrman Salary Information is reviewed.

3.

The Southeastern Salary Survey is used.

4.

Web based salary information is used from USDL-BLS etc.

5.

Other Web based data is occasionally used.

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.
Hurrman is limited to classes thought important by DHRM. No police data is listed.
2.
Police data on Hurrman would be helpful.
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Human Resources Information System	MAPPER	Internal	\$ 0
2.	PME480 query	PMIS	DHRM	\$ 0
3.	Hurrman	Salary Reports	Watson/Wyatt	\$ 0
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.	\$ 0	\$ 0	\$ 0	Needed for internal use.
2.	\$ 0	\$ 0	\$ 0	data was available
3.	\$ 0	\$ 0	\$ 0	DHRM Selected it.
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Saves money.
2.
Ensures similarity in compensating similar jobs.
3.
Helps employee morale through uniformity of compensation.
4.
Is legally defensible.
5.
Is logical and easily followed by lay persons.

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Easier access to general compensation data from other agencies.
2.
Need snapshot custom reports from classification and pay data.
3.
Need for legislature to fund personnel systems when implemented.
4.
Need DOA to delay exception reporting in order to correct salary data before exception report is produced.
5.
Need at least five years of guaranteed pay steps to retain new employees and make it harder to leave for more money.

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Instant on line review of all comparable position data.
2.
Instant production of custom reports on request.
3.
Fill in the blanks position creation with the applicable data on line in the background.
4.
Chaining of forms and letters using generic language and system generated fill in the blank data.
5.
On line submission of requests through correct channels with checkoff by the various authorities from the initiator though to the classification, review and approval processes.

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

The Budget Bill and pay structure are established by regulation and law. Implementation of the five step plan would require some changes in these regulations.

23. If you have any other concerns or comments about this functional area, please include them here.

Too little importance is given to the pay and benefits for the workforce of the Commonwealth. Salaries are behind from the year 2000 and even earlier, back to 1990. Retirement benefits are less than for other states. It is difficult to compete with North Carolina, Maryland, Tennessee and other states when their retirement benefit and starting salary structure is so much better for police officers.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

The supervisor/manager develops the Employee Work Plan (EWP) for the position they would like to create. They complete a "Classification Request Form" including all appropriate signatures and submit to the Budget Division. If the position is funded, the EWP and the classification request form are forwarded to the Compensation and Performance Management Unit where the analyst determines the appropriate Role title and level within the pay band. The analyst recommends the role title and level to the Compensation Manager who signs off on the form. The analyst enters the information to the Personnel Management Information System and establishes the position according to the next available position number. The supervisor/manager is then notified that the position has been established so that they can complete the "Request to Fill" form for recruitment.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	.3
Band - 5	
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Depending on analysis requirements - from 2 days to 2 weeks

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

The supervisor/manager completes the Classification Review Request Form and attaches the EWP and an Organizational Chart. The Organizational Unit Head must sign the request. The signature indicates endorsement of the request and that the requested position has MEL and appropriations in current budget. The normal chain-of-command through Deputy Director must be adhered to. Positions not having MEL or appropriations must be referred to the Budget Office. Grant-funded positions must be referred to the Budget Office. After review/endorsement by Budget Office (if applicable) and Deputy Director, Deputy Director submits to Central Office Human Resources - Compensation & Performance Management Unit where review and analysis are performed by the Compensation Analyst for appropriate Role title and level within the pay band. This information is forwarded to the Compensation Manager for approval.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	.3
Band - 5	
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

Classification studies performed as specific roles are identified as requiring review

Position Specific

Based on receipt of Pay Action Request forms which warrant a classification/compensation review

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Access			
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Lots of available information for determining appropriate classification and compensation
2.
Process for routing, if followed correctly, ensures that funding is in place prior to action being taken.
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Difficulty making comparisons with like positions in other agencies
2.
Required to maintain original classification information (as the work title) to determine appropriate level in pay band
3.
Role titles, career group descriptions and SOC's are too broad for making clean comparisons and determining appropriate placement for positions
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

More specific and clear role titles and career group descriptions - not as vague as the current descriptions.

2.

More specific method for determining placement in the role and pay band

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

All of the state processes and policies for position classification would have to be changed if we changed the roles and career group descriptions to be more specific.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Establish need
Eval. alternatives
Confer w/DHRM & poss. SPS
Follow gebnr'l. practices outline by DHRM...

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.2
Band - 5	.3
Band - 6	.2
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

FTEs: 2-3 weeks \ Long-Hr P14s: 1-2 weeks

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

we have an established min. rate for Long-Hr. P14s \and\ an evolving two-tiered system/approach for FTEs

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

See # above

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
It works !
.....
2.
.....
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Better... some basic W&S data from DHRM would be nice
2.
...crossed to the DOL Dic of Occ Titles
3.
...for the purpose on content, construct, etc. validity needs
4.
Access to a centralized subscripion to BNA/Pretise-Hall/CCC
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

None known.

23. If you have any other concerns or comments about this functional area, please include them here.

Overall Caveat - DFP has an MOU (...paid) w/DHRM fopr services
#3 - DFP has an ELT\Executive Leadership Team (n=7) whom are principal & pivotal for Classification & kindred needs Humres needs
#5 - This can also vary (...widely sometyimes) viz. external issues such as VGA being in session and diverting min. resources

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☐ Yes

☒ No

2. If yes, outline the key steps in the position establishment process.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	.2
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

We have not established any positions

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

- (1) Preparation of Employee Work Profile
- (2) Preparation of Pay Action Worksheet
- (3) Review of requested action by Human Resources
- (4) Approval/Disapproval of requested action by Central Review Committee

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Internal salary alignment
2.
Consistency between departments
3.
Involvement of supervisors/managers
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Improved survey information regarding career information at other agencies/businesses
2.
.....
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Comparison data

2.

Manager/supervisor involvement

3.

Internal salary alignment

4.

Opportunity to meet market demands

5.

Flexibility to retain high performers/key employees

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

Fair Labor Standards Act

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

A unique feature of the VDH implementation of compensation reform is the automated VDH job evaluation system which defines the patterns of VDH work into a set of responsibility benchmark descriptions. These benchmark descriptions – one set for support positions and another for professional, technical and managerial positions - enable the agency to delegate initial job evaluation to districts and offices in a consistent, quality controlled and easy to use process. To operate the program, the user selects the responsibility benchmark description(s) that best describe the pattern of work of the position in question, enters the benchmark description number(s) and the approximate percentage of time each function is performed, and flags the most significant function in terms of knowledge, skills and abilities required. The program assesses the value of the duties and displays the correct pay band, VDH responsibility benchmark level within the pay band (A, B, or C), occupational family, career group, role code, role title, working title, FLSA status, EEO code, SOC code and SOC title for the position. After developing the position description (EWP), the work unit submits to the Office of Human Resources (OHR) a personnel Sensitivity Analysis, an Organization chart and a Position Classification Request form. The OHR Generalist assigned to the work unit conducts a quality assurance review of the work submitted. The OHR Generalist sends the approved Position Classification Request and supporting documents to the OHR Human Resource Assistant assigned to the work unit for keying in the state's Personnel Management Information System (PMIS). When the position has been established, the OHR Generalist notifies the work unit. The OHR Human Resource Assistant moves the Position Classification Request and supporting documents to the automated records system (DocuShar

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.1
Band - 4	
Band - 5	.7
Band - 6	1.1
Band - 7	.1
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

8 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

A unique feature of the VDH implementation of compensation reform is the automated VDH job evaluation system which defines the patterns of VDH work into a set of responsibility benchmark descriptions. These benchmark descriptions – one set for support positions and another for professional, technical and managerial positions - enable the agency to delegate initial job evaluation to districts and offices in a consistent, quality controlled and easy to use process. To operate the program, the user selects the responsibility benchmark description(s) that best describe the pattern of work of the position in question, enters the benchmark description number(s) and the approximate percentage of time each function is performed, and flags the most significant function in terms of knowledge, skills and abilities required. The program assesses the value of the duties and displays the correct pay band, VDH responsibility benchmark level within the pay band (A, B, or C), occupational family, career group, role code, role title, working title, FLSA status, EEO code, SOC code and SOC title for the position. After developing the position description (EWP), the work unit submits to the Office of Human Resources (OHR) a personnel Sensitivity Analysis, an Organization chart and a Position Classification Request form. The OHR Generalist assigned to the work unit conducts a quality assurance review of the work submitted. The OHR Generalist sends the approved Position Classification Request and supporting documents to the OHR Human Resource Assistant assigned to the work unit for keying in the state's Personnel Management Information System (PMIS). When the position has been established, the OHR Generalist notifies the work unit. The OHR Human Resource Assistant moves the Position Classification Request and supporting documents to the automated records system (DocuShar

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.7
Band - 6	1.2
Band - 7	.1
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel - Automated Position Evaluation Form		XP	
2.	OrgPlus		5.0	
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

Current automated classification system allows users to easily identify & classify most VDH positions.

2.

DocuShare records system allows electronic storage and retrieval quickly and easily of position descriptions and organization charts.

3.

OrgPlus is a user-friendly software which allows electronic transmission/sharing of organization charts.

4.

DHRM's HuRMan data base is user-friendly and provides much needed classification information.

5.

.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

Improvement of existing automated forms system is underway at VDH with development of web-based forms.

2.

Updating/ improvement is needed with VDH automated classification system of position benchmarks.

3.

Compensation & classification training should be conducted by DHRM on a more frequent basis.

4.

.....

5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

User-friendly automated classification system - already in place in VDH

2.

Occupational Roles should be redefined for the current classification factors to be more easily applied - currently underway at DHRM.

3.

Standard training in compensation & classification for all agencies should be conducted by DHRM more frequently.

4.

Improved classification/compensation training resources should be developed and placed on DHRM Web site.

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

23. If you have any other concerns or comments about this functional area, please include them here.

No

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Assign Classified or Wage position number using automated log. Develop automated position description (EWP) selecting the appropriate VDH "benchmark descriptions" from table for automatic position classification by the software. Complete position management form containing position data such as multiple financial codes. Submit forms to VDH Office of Human Resources for review and entry into PMIS (for classified).

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

14 days from start to entry into PMIS

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

A unique feature of the VDH implementation of compensation reform is the VDH job evaluation system which defines the patterns of VDH work into a set of responsibility benchmark descriptions. These benchmark descriptions – one set for support positions and another for professional, technical and managerial positions - enable the agency to delegate initial job evaluation to districts and offices in a consistent, quality controlled and easy to use process.

To operate the program, the user selects the responsibility benchmark description(s) that best describe the pattern of work of the position in question, enters the benchmark description number(s) and the approximate percentage of time each function is performed, and flags the most significant function in terms of knowledge, skills and abilities required. The program assesses the value of the duties and displays the correct pay band, VDH responsibility benchmark level within the pay band (A, B, or C), occupational family, career group, role code, role title, working title, FLSA status, EEO code, SOC code and SOC title for the posit

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	.1
Band - 5	
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel Automated HR forms			
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				Forms developed by VDH OHR
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Automated software enables accurate, consistent position classification by all health districts
2.
Automated software permits decentralized decision-making
3.
Automated software reduces manpower needed for position classification & management
4.
Automated software permits accurate classification by non-HR staff
5.
Professional HR assistance from OHR needed only in exceptional cases

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
PMIS contains only classified positions data, requiring maintenance of separate data base for Wage employees. A central file for all positions is needed.
2.
Ability to automate transaction data entry into PMIS
3.
.....
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Automated support as in present VDH system
2.
Central data base for classified, wage & contract employees
3.
Personnel and Payroll data base integration
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

23. If you have any other concerns or comments about this functional area, please include them here.

VDH has a unique, outstanding automated system that enables decentralized position classification & management. We are concerned that a move to standardized across-the-board software for all agencies will lose the extraordinary benefits of the VDH system.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Manager requests a new position and provides justification and if funding is available. This information is submitted to the commissioner for review and approval/disapproval. If approved by commissioner, HR advises commissioner if MEL is available. If MEL is available, position is reviewed by HR - Compensation to determine appropriate role and pay band and is then established in PMIS.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.0
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	Woodrow Wilson Rehab Center - 203	Full support	\$ 0
2.	Dept. for the Blind and Vision Impaired - 702/263	Full support	\$ 0
3.	Dept. for the Deaf and Hard of Hearing - 751	Full support	\$ 0
4.	Board for People with Disabilities - 606	Full support	\$ 0
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

4 days

Position Classification**7. Does your Agency have a standard business process to classify positions?**

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Manager completes the Pay Action Worksheet with the appropriate signatures (usually the direct supervisor; then the manager). The Pay Action Worksheet provides the justification for the requested action; documentation such as the Employee Work Profile is attached. This information is submitted to the Compensation Analyst who reviews the request based on DHRM guidelines for classifying positions.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	1.0
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.
access to published salary surveys
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel		1997	
2.	OrgPlus 5		2005	
3.	HP3000 - PMIS download			
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				came with the desktop system
2.				Has a variety of uses.
3.				Ad hoc reports
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Simple to use
2.
Forms, procedures, policies accessible to employees
3.
Access to enough information for ad hoc reports
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
More access to salary survey information
2.
More on-line and automated forms
3.
More frequent training of new and current managers
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Ability to update information using one system rather than several

2.

Ability to update payroll at the same time, compensation is changed

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

The hiring manager submits a request to fill along with an EWP, organizational chart, justification for establishing a new position. They also perform a work-load analysis to support the request for an additional FTE. The package is then sent to their division director for approval. Once approved HR reviews the request and receives approval from Finance and the Deputy Director. Once approved to move forward.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	1.0
Band - 5	.1
Band - 6	1.0
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	.5

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

30 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Once HR receives the approved package to establish a new position, HR then reviews the EWP, performs an analysis using the EWP, performs an audit either by interviewing the supervisor, compares to relevant positions and career group description to determine appropriate classification. Research role title with other state agencies (using PMIS) and completes a report (if appropriate). Once approved, a position number is assigned and entered into PMIS. The organizational chart is then changed to reflect where the position is located and who it reports to.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.5
Band - 4	1.0
Band - 5	.3
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	.5

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☒ Yes

☐ No

15. If yes, please list the support.

1.
Automation of external agency EWPs (repository) at our disposal. Currently it's very time consuming to identify similar positions at other agencies and then trying to contact those agencies to get similar EWPs or org charts.

2.
.....

3.
.....

4.
.....

5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	HuRMan (DHRM application)			
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

Our system allows for flexibility and consistency.

2.

Decentralized to the point that the analysis is fairly autonomous in terms of classification

3.

Using the work-load analysis allows our agency to be fair and consistent across regions/locations/programs

4.

Having things done in a timely manner.

5.

Ability to perform broad classification group review. Ex. (Env. Spec.)

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

The ability to conduct a review using external EWPs from other agencies without time consuming research

2.

Create a tool for state government that by entering the core responsibilities of a position it will generate comparators throughout the Commonwealth to ensure that all agencies are classifying positions correctly. I have on many occasions come across other agencies that have classified their positions at a higher or lower level than most other agencies. This has made it hard for other agencies to fairly compete when recruiting a position

3.

Paperwork/processes could be consolidated.

4.

Having one person follow through, vs. one enters here, another there in different systems.

5.

Having a standard classification review on file for career group.

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

More training/education that is mandatory state-wide to managers/supervisors on the State process regarding classification, compensation and FLSA! I see too often that supervisors/managers mistake quantity of work vs. level of work when requesting a reallocation.

2.

Although I've enjoyed for the most part being decentralized from DHRM, I believe more support from them when there is a glaring discrepancy would be very helpful.

3.

Integrated with Payroll information.

4.

Eliminate all duplicate data entry.

5.

More/better online resources for job applicants, HR and hiring managers - eliminate paper wherever possible.

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Identify need
Develop employee work profile
Establish position in PMIS

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	2.3
Band - 6	.5
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	Local Departments of Social Services - Statewide	recruitment, classification, compensation, track employee data, develop HR policies	\$ 0
2.	Office of Comprehensive Services	Perform all HR-related functions	\$ 0
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

1-3 days

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Review EWP
Compare EWP with career group descriptions
Compare with strff in similar positions

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	2.3
Band - 6	.5
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

Consultant

2.

Wage

3.

Contract

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Excel		2003 SP2	
2.	Access		2000	
3.	LETS		11i	
4.	Unysis		5.0.000.075	
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				Agencywide selection outside HR
2.				"
3.			\$ 130,000	"
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Consistency in process and practice applicaiton
2.
Ability to produce high volume compared to number of staff
3.
Teamwork
4.
Knowledgable
experienced staff
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
Update classification/compensation system for local agencies
2.
Implement a formal schedule for reviewing classificaiton/compensation within each service area
3.
Update class/comp system for State tied to career management development
4.
Identify ways to identify when internal alignment issues exist
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
Use fewer pay factors
2.
See "Opportunities" above
3.
.....
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

No.

23. If you have any other concerns or comments about this functional area, please include them here.

No.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Management develops and justifies position. HRO assists and advises. EWP written. Approval for funding purposes.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	3.5
Band - 6	1.0
Band - 7	.5
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☒ Yes

☐ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.	Board of Accountancy	all	
2.	Motor Vehicle Dealer Board	all	
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

8 hours

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Management develops and justifies position.
HRO assists and advises. EWP written. Approval for funding purposes.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	3.5
Band - 6	1.0
Band - 7	.5
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☒ Yes

☐ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

Generalist and Generalist Sr., CSC Management

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	DHRM Web application			
2.	HRO Interface			
3.	Wyatt Salam.com			
4.	Excel			
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
streamline
2.
automated
3.
real time
4.
user friendly
5.
cost effective

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
enhanced accssibility
2.
interactive
3.
reports from DMV HRO interface
4.
enhancements to internal HR system
- 5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.
easy to administer
2.
consistency
3.
clearly defined
4.
.....
5.
.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

FOIA
FLSA

23. If you have any other concerns or comments about this functional area, please include them here.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

Personnel Action Form with authorizations
Ensure availability of FTE and funding
Proper development of the EWP
Discussion with superv/mgrs
Review of Occ Families/Career Groups/Roles
Documentation/Analysis/Conclusion for file
Establish in PMIS & in-house database

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

Conducting the analysis/review to determine the need and level of classification varies by complexity. Actual entry into systems, 5-10 minutes.

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

Personnel Action Form with authorizations
Ensure funding available in event of change
EWP must be current/complete
Gather info from appropriate contact sources
Review Career Guides
Look at comparator positions
Conduct analysis of position comparing to Career Guides/other positions
Document findings/conclusion
Enter into PMIS and in-house database

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.3
Band - 6	.1
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☐ Yes

☒ No

13. If yes, please list.

1.

.....

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☒ Yes

☐ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.	Access		2003	
2.	Excel		2003	
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process.
If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				In-house system based on standard software
2.				Standard software - no modifications
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.
Well established
2.
Familiarity to management
3.
.....
4.
.....
5.
.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.
More clearly defined roles (job classifications)
2.
Easier access to SOC's
3.
Better training on SOC usage
4.
.....
5.
.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

Access to EWPs in other agencies

2.

Access to other agency organizational charts

3.

Electronic personnel files, including EWPs, for easier access to classification information

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

23. If you have any other concerns or comments about this functional area, please include them here.

Agencies have been given de-centralized authority to make their own classification decisions. With that authority comes inconsistent application of policies. If there were some sort of 'clearing house' for information, it might facilitate consistency in the classification system statewide.

Position Classification and Management involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay systems, occupational grouping, title and grade of positions, and advising on position and organizational design.

1. Does your Agency have a standard business process to establish positions?

☒ Yes

☐ No

2. If yes, outline the key steps in the position establishment process.

AFTER DETERMINATION HAS BEEN MADE TO ESTABLISH A NEW POSITION
VERIFY WE HAVE A VACANT FTE TO CREATE NEW POSITION. GATHER ALL
INFORMATION PERTAINING TO THE POSITION. REVIEW INFORMATION AND
DETERMINE ROLE CODE. CREATE OR RE-ESTABLISH POSITION IN PMIS
FOLLOWING PROCEDURES FOR ESTABLISHING OR RE-ESTABLISHING
POSITION.

3. For the process of automated or manual Position Management (e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

4. Does your Agency support the position classification and management process for other agencies?

☐ Yes

☒ No

5. If yes, please describe below.

	Agency	Service/Support Provided	Associated Fees
1.			
2.			
3.			
4.			
5.			

6. What is the average time it takes to establish a position for your Agency or other Agencies that you support?

2 HOURS

Position Classification

7. Does your Agency have a standard business process to classify positions?

☒ Yes

☐ No

8. If yes, outline the key steps in the position classification process.

DETERMINE ALL DUTIES OF THE POSITION. COMPARE WITH STATE ROLES AND MATCH APPROPRIATELY. DETERMINE SALARY FOR POSITION.

9. For the process of automated or manual Position Classification(e.g. data entry, filing, etc.) in your Agency, please provide an estimate of the staff resource requirements, whether salaried or wage, based on pay band. If contractor resources are currently used in this process, please also provide their total FTE.

If an employee or contractor is not dedicated full time to this process, please add up the percentages of employee time to reach an FTE total by pay band.

	FTE Count (include tenths)
Band - 1	
Band - 2	
Band - 3	.0
Band - 4	
Band - 5	.1
Band - 6	
Band - 7	
Band - 8	
Band - 9	
Contracted Labor	

10. Does your Agency conduct position classification studies on an annual basis?

☐ Yes

☒ No

11. If yes, please list type and frequency of study.

Wage/Salary

.....

Classification

.....

Position Specific

.....

Other (Please identify)

.....

12. Does your Agency use external support (other agency or consultants) to facilitate the position classification process?

☒ Yes

☐ No

13. If yes, please list.

1.

DHRM

2.

.....

3.

.....

4.

.....

5.

.....

14. Do you know of any position classification support processes, such as reports, studies, or other tools, that you are currently not using that would make your life easier?

☐ Yes

☒ No

15. If yes, please list the support.

1.
.....
2.
.....
3.
.....
4.
.....
5.
.....

16. Excluding PMIS, does your Agency utilize any applications or systems to manage any part of the position classification and management processes?

☐ Yes

☒ No

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 1 of 2

	Application/System Name	Module (if applicable)	Version	Maintenance fees
1.				
2.				
3.				
4.				
5.				

17. If yes, please list the following information for each application/system, including software such as Excel, Access, etc, used by your agency that supports this process. If you have more entries than the space provided, please mark "Follow Up" to the following question and we will contact you for more information.

Matrix: part 2 of 2

	Employee Training costs	Contractor Support costs	Staffing costs	Why was the system selected?
1.				
2.				
3.				
4.				
5.				

18. If you would like us to contact you for more information, please check follow up.

☐ Follow Up

19. Please list up to five strengths of your current business processes for position classification and management.

1.

CURRENTLY WE HAVE A LIMITED NUMBER OF ROLE TITLES WE USE.

2.

.....

3.

.....

4.

.....

5.

.....

20. Please list up to five opportunities for improvement in your current business processes for position classification and management.

1.

COMP AND CLASS EMPLOYEE TO REVIEW AND RECLASSIFY POSITIONS.

2.

.....

3.

.....

4.

.....

5.

.....

21. Please identify up to five attributes, features, or characteristics you wish for in an ideal position classification and management process.

1.

A COMP AND CLASS EMPLOYEE.

2.

.....

3.

.....

4.

.....

5.

.....

22. Are there any specific state or federal laws or regulations that would restrict our ability to reengineer this business process? If so, please provide the relevant citation.

NONE KNOWN.

23. If you have any other concerns or comments about this functional area, please include them here.